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This study examines hospitality programs from the enabling legislation in 1961, which provided for an advisory committee to the Hotel and Restaurant Commission on education. Its purpose was to employ a director of the programs and two field representatives or consultants to offer on-the-job assistance to managers and employees in the state's hospitality industry. In 1962, eight regions were surveyed to determine job opportunities, on-the-job training facilities, and the probable degree of industry cooperation. This report compares the curriculums of six junior colleges with that recommended by a 1964 joint industry and education meeting in three areas of education: (1) general, (2) business and electives, and (3) technical hotel and restaurant. General studies requirements vary greatly among the colleges, although all require English and physical education. In the business area, math is required by most, followed by advertising and sales. In the technical programs, all but one require a basic course in food production. The Council of Hotel, Restaurant and Institutional Education committee recommends academic credit for internship only in the transfer program (six hours), while the colleges allow as much as 18 credit hours for on-the-job experience. Details of programs of the six colleges are given, as well as current industry/education relations. Most graduates appear to be successfully employed in the industry or are continuing their education at 4-year institutions. (HH)

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A FOLLOW-UP STUDY OF JUNIOR COLLEGE HOTEL & RESTAURANT EDUCATION IN FLORIDA

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CHAPTER I

A BRIEF HISTORY

The Early History

In the mid 1950's soon after the Department of Hotel and Restaurant Management was established at Florida State University the hospitality industry became concerned about the need for skilled and technically trained employees for the hospitality industry in Florida. Florida followed the national trend of a booming economy during this period and the hospitality industry flourished as never before. Many new operations began to appear particularly in the areas with a resort atmosphere.

Florida, unlike all other states, has a Hotel and Restaurant Commission which was established in 1915 by an act of the Legislature. The purpose of the Hotel and Restaurant Commission, as it was conceived then and as it is now, is to protect the travelling public in regards to safety and sanitation. The Hotel and Restaurant Commission makes at least two inspections of every public food and lodging operation in the state to guarantee this safety to Florida visitors. Over the years the Commission has grown with the expanding industry and now licenses over 60,000 hotel and restaurant operations in the state. A professional staff of deputy commissioners number over one hundred.

In the late 1950's the Commission along with the Florida Hotel Association, Florida Motel Association and Florida Restaurant Association became even more concerned about the need for trained employees on all levels for the hospitality industry. In an effort to draw industry's attention to this need the Florida Restaurant Association formed the non-profit Florida Research & Development Foundation which was closely associated with the Department of Hotel & Restaurant Management at Florida State University. This Research and Development Foundation sought private funds for the establishment of vocational and technical schools throughout the state. In addition to many small contributions the Florida Power & Light Corporation of Miami made a grant of $15,000 which was used at Florida State University for research and development of a basic course outline in quantity food preparation. This suggested outline and student's manual is now used throughout the United States in vocational type programs.

Legislation Starts Program

In 1961 Mr. Robert L. Riedel was appointed Florida Hotel & Restaurant Commissioner by the governor for a four year period. Commissioner Riedel along with Dean Charles A. Rovetta of the School of Business, Florida State University with the support of the three industry associations introduced legislation in the 1961 Legislature session for the purpose of establishing an industry education program. As stated in the legislative act the program would be established at Florida State University with the approval of the Board of Regents, the governing body of the university system. This act was passed and signed into law in June 1961. (See Appendix A)

The act provided for an advisory committee to the Hotel & Restaurant Commission on education. The advisory committee is made up of the presidents and executives of the three major industry trade associations as well as educators representing management education, mid-management or junior college education, and vocational education. The purpose of the advisory committee was to employ a director of the industry education program along with two field representatives or consultants who would offer on-the-job training and advice to employees and managers in the hotel and restaurant industry in Florida.

To give the director of the industry education program some guidance, an informal survey was taken by the Hotel & Restaurant deputy commissioners in 1961 to determine the need for training on the various levels of employment in the industry. The results of this survey determined that about six per cent of the total personnel in the hospitality industry needed management training. The other 94 per cent were considered skilled and supervisory employees.

Using this survey as a basis it was obvious to the industry advisory committee that training programs were needed below the management level.

Although the legislative act establishing the industry education program did not include the financing of the program, it is implied that direct financing would come from license fees of the Hotel & Restaurant Commission. Each operation pays an annual license fee based on number of rooms, units or seating capacity of the restaurant. These license fees finance the operation of the Hotel & Restaurant Commission and additional funds go into the general revenue of the State of Florida. The industry education program, which has become known as the Hospitality Education Program, receives an annual operating budget through the Florida Hotel & Restaurant Commission. This budget provides for the salary of the director of the program, two field representatives, a secretary and travel for the three members of the professional staff. It should be made clear that the Hospitality Education Program did not or does not have educational funds to administer local industry education programs. As stated in the Statute the purpose of the program was to promote, develop and blend together industry education for all levels of employment for the hospitality industry in Florida.

After the Statute was passed and became law, an exhaustive search started for qualified personnel to fill the above named positions. In November, 1961, the program director or coordinator was employed to start the program. Several months later the two field representatives, one representing the lodging industry and the other the food service industry, were employed.

The first objective of the new program was to establish contact with vocational and junior college educators throughout the state. This involved meetings with State Department of Education personnel in vocational education and junior college education and their suggestions as to areas that would be the most interested in this type of education. Previously several of the counties and school systems had offered some basic entry level programs in waiter-waitress training and front office courses. The Lindsey Hopkins Vocational Center in Miami had perhaps the most extensive program in vocational-technical training.

CHAPTER II

INDUSTRY SURVEYS DETERMINE NEED

Before the initiation or development of any occupational education program there should be some expression of need from the industry that the program will serve. Basically, there should be a predominance of the industry in the local area served by the educational institute before the initial consideration of the occupational program.

In July, 1961, the Florida Hotel & Restaurant Commission reported that there were a total of 57,410 licensed lodging and food service operations in the State of Florida. Of this number 41,612 were lodging operations and 15,788 were in the food service area.

Before contacting any of the junior colleges serving areas with a predominance of the hotel and restaurant industry located within the co-operating counties of the junior colleges, various areas of the state were considered as it pertains to the geography of the state. The three main areas considered were the Pan Handle or West Florida, the West Coast of the Florida Peninsula and the East Coast of the Florida Peninsula. From this breakdown various counties and/or metropolitan areas were considered. The following chart shows the eight areas that were considered in early

1962 for the development of hotel and restaurant programs within the community junior colleges. These communities already had an existing junior college and as the chart shows a large number of hospitality operations located in the city or county served by the junior college.

EIGHT AREAS CONSIDERED IN EARLY 1962 FOR DEVELOPMENT OF HOTEL & RESTAURANT PROGRAMS WITHIN THE COMMUNITY JUNIOR COLLEGES

County & City	Lodging Licenses	Food Licenses
Bay (Panama City)	578	185
Broward (Ft. Lauderdale)	4,314	1,102
Dade (Miami)	11,300	2,695
Pinellas (St. Petersburg)	4,922	840
Palm Beach (Palm Beach)	3,444	799
Escambia (Pensacola)	331	294
Lee (Ft. Myers)	787	211
Volusia (Daytona Beach)	1,592	459
Total	27,268	6,585

Early in 1962 the Division of Vocational and Adult Education of the Florida State Department of Education issued a bulletin called, A Proposed Professional Framework for the Interpreting of the Distributive Education Program of Mid-Management in the State of Florida. (See Appendix B) It was suggested that programs funded through Distributive Education on the mid-management level serving the hospitality industry follow these guidelines. As a follow-up to these guidelines the Hospitality Education Program prepared a bulletin called, Training Needs and A Proposed Framework for Training Mid-Management Personnel in the Hospitality Industries in Florida. (See Appendix C) Copies of both of these guidelines were mailed to the presidents or deans of junior colleges operating in the eight selected areas. Within a two month period after each of the junior colleges received each of these guidelines a follow-up visit was made by Hospitality Education Program personnel to each of the junior colleges.

During the visit the guidelines were explained and the services of the Hospitality Education Program offered in making a survey of the industry in the area to determine the actual needs of the industry. Copies of the results of two of these surveys can be seen in Appendix D.

From studying the surveys it is possible to determine the actual number of employment opportunities, on-the-job training facilities and the cooperation that could be expected from industry members in the area.

Without a doubt this type of information was very helpful and persuasive to the junior college administrators in establishing a hotel and restaurant program. Likewise the industry survey serves as an excellent public relations tool for the beginning program. It familiarized industry members with general concepts of the program and also served as a method of selection of advisory committee members. Junior college instructors have indicated that it has been used repeatedly in locating guest speakers, on-the-job training opportunities and student placement after graduation.

CHAPTER III

CURRICULUM ANALYSIS

For purposes of this study the curriculum of each of the six junior colleges offering a program in hotel and restaurant education is compared to the proposed curriculum recommended by the Council on Hotel, Restaurant and Institutional Education. This proposed curriculum, both transfer and non-transfer, was recommended by a committee composed of junior college educators and industry representatives at a meeting in St. Louis, Missouri in 1964. A copy of the recommendations of this study is included in the Appendix. (See Appendix E)

The accompanying charts shows a comparison of the curricula in three general areas: (1) general education, (2) business education and electives, and (3) technical hotel and restaurant courses. Before attempting to analyze or compare the various curricula several comments are in order:

1) Course titles and descriptions vary considerably in each junior college.
2) Some junior colleges, as determined by a college curriculum committee, have basic requirements for the Associate Degree Program as well as basic requirements for an occupational program as may be determined by a curriculum committee in this area.

3) For purposes of comparison, courses with similar titles and descriptions have been generalized or grouped in this study. Please refer to each college catalog for correct course titles and descriptions.

General Education

In this area all of the junior colleges in Florida generally meet the requirements of the CHRIE non-transfer recommended program. In fact, most of the curricula goes considerably beyond the recommended non-transfer program but none of them have all the requirements for the transfer program. None of the junior colleges require Chemistry or Basic Math under general education requirements. All of them require four courses in Freshman English or Communications with the exception of Broward Junior College which substitutes Business English for the second semester of Freshman English or Communications. It should be noted too that each of the Florida junior colleges require at least two credit hours of Physical Education and Health. This requirement was not considered in either of the Council recommendations.

The Council requirements did not include any requirements in the area of social science. With only one exception each of the junior colleges require at least three credit hours in this area. Also three of the six junior colleges require a course in Fundamentals of Speech.

As noted in the introduction to this section, general education requirements vary in each junior college which causes considerable discrepancy in this area of curriculum analysis. In summary it would appear that each of the junior colleges are requiring considerably more than recommended by the Council committee as a general education background. It should be noted, however, that in most cases all of these courses are transferable to a senior institution.

COURSE TITLES	DAYTONA BEACH RESTAURANT MGT.	DAYTONA BEACH HOTEL-MOTEL MGT.	MIAMI-DADE RESTAURANT MGT.	MIAMI-DADE HOTEL-MOTEL MGT.	BROWARD RESTAURANT MGT.	BROWARD HOTEL-MOTEL MGT.	EDISON	PALM BEACH	ST. PETERSBURG	CHRIE NON-TRANSFER	CHRIE TRANSFER
GENERAL EDUCATION											
Chemistry											6
Math & Logic											3
American Culture	3	3									
Personal & Community Hygiene								2			
Junior College Orientation			1	1							
Freshman English I -- Communications	3	3	3	3	3	3	3	3	3	3	3
Freshman English II -- Communications	3	3	3	3			3	3	3	3	3
Physical Education & Health	2	2	2	2	4	4	2	4	2		
Social Sciences -- Government			6	6	3	3		6	6		
Economics or Marketing	3	3									6
Psychology or Personnel Supervision	3	3			3	3	3	3		3	3
Humanities	3	3		3			3				
Fundamentals of Speech					3	3	3	3	3	3	
Human Values (Philosophy)					3	3					
Typing or Physical Science	3	3									
History & Appreciation of Art or Music								2			
Total General Education	23	23	15	18	19	19	17	26	17	12	24

Business Education

Although there is considerable similarity in course offerings and requirements among the six junior colleges, the Council recommendations, both in the transfer and non-transfer program, suggest very little in the area of general business education. As a substitute for a general math course as recommended under general education five of the junior colleges require either a Business Math or Mathematics of Business course. Without exception this math background is a pre-requisite to the accounting course which the same five junior colleges require. Certainly the math and accounting show predominance in curriculum construction with Advertising and Sales also following a close second.

COURSE OUTLINES	DAYTONA BEACH RESTAURANT MGT.	DAYTONA BEACH HOTEL-MOTEL MGT.	MIAMI-DADE RESTAURANT MGT.	MIAMI-DADE HOTEL-MOTEL MGT.	BROWARD RESTAURANT MGT.	BROWARD HOTEL-MOTEL MGT.	EDISON	PALM BEACH	ST. PETERSBURG	CHRIE NON-TRANSFER	CHRIE TRANSFER
BUSINESS EDUCATION											
Personnel Management			3	3							
Introduction to Business	3	3					3				
Business Communications					3	3	3				
Business Math			3	3	3	3			3		
Mathematics of Business	3	3		3			3			3	
Principles of Accounting I	3	3	3	3	3	3	3		6		3
Principles of Accounting II											3
Business Law	3	3							3		
Advertising or Sales Promotion			3						3		
Salesmanship	3	3			3	3					
Elements of Supervision			3	3							
Work Simplification				3							
Human Relations	—	—	3	3	—	—	—	—	3	—	—
Total Business Education	15	15	18	21	12	12	12	0	18	3	6
Electives	0	0	9	0	2	5	12	3	5	0	18
Total Business & Electives	15	15	27	21	14	17	24	3	23	3	24
Totals for General Education, Business and Electives	38	38	42	39	33	36	41	29	40	15	48

Technical Hotel-Motel-Restaurant Courses

It will be noted from studying the accompanying chart that this area was extremely difficult to compare since course titles and descriptions vary widely in each junior college. Likewise, the curriculum philosophy in each junior college differs considerably.

Each of the junior colleges, with one exception, require an introductory course. This is as recommended in both the CHRIE transfer and non-transfer program. Four out of six of the junior colleges require an industry accounting course but only three hours as compared to six hours recommended in both the Council transfer and non-transfer program.

With one exception all the curricula require at least a basic course in food production. Usually the more advanced courses in each of the curricula are required only of students majoring in food service or restaurant management.

It is interesting to note that the CHRIE recommendations do not include any academic credit for internship or management practice on the job except for six hours in the transfer program. Without exception each of the Florida junior colleges require considerable on-the-job experience allowing as much as 18 credit hours for this experience and training for graduation. In total comparisons for this area all of the Florida junior colleges meet or exceed the requirements for the transfer program but fall short in requirements for the non-transfer program.

COURSE OUTLINES	DAYTONA BEACH RESTAURANT MGT.	DAYTONA BEACH HOTEL-MOTEL MGT.	MIAMI-DADE RESTAURANT MGT.	MIAMI-DADE HOTEL-MOTEL MGT.	BROWARD RESTAURANT MGT.	BROWARD HOTEL-MOTEL MGT.	EDISON	PALM BEACH	ST. PETERSBURG	CHRIE NON-TRANSFER	CHRIE TRANSFER
TECHNICAL HOTEL-MOTEL-RESTAURANT ED.											
Introduction to Hotel-Motel-Rest. Mgt.	3	3		3	3	3	3	3	3	3	3
Hotel-Motel-Restaurant Accounting	3	3			3	3		3	3	6	6
Personnel Management -- Organization					3	3		3			
Hotel-Motel Housekeeping		3					2	3			
Front Office Management		3		3		2	2	3			
Food Production I	3		3	3	4	3	3	3	3	3	3
Food Production II	3						3	3		3	3
Food Production III			3		5			3	3	3	
Practicum -- Internship	18	18	6	6	6	6	8	8	3		
Management Practices							5	3			6
Hotel Law -- Legal Problems						2		3	3		
Purchasing Management -- Food & Beverage					3			3		3	
Food & Beverage Control			3					2	3		
Equipment Use & Maintenance	3	3			2			3		3	
Hotel Sales Promotion -- Advertising				6	2	4		3		2	
Introduction to Hospitality Industry							1				
Elements of Nutrition							3		3		
Restaurant Food Service							2				
Introduction to Restaurant Management			3							3	
Advanced Food Preparation			3								
Hotel-Motel Housing Management				3		2					
Techniques of Hotel-Motel Hospitality				3							
Supervisory Development for Hotels-Motels					3	3				3	
Human Relations in the Industry										3	
Sanitation & Safety										1	
Training Methods										3	
Total Hotel-Motel-Rest. Tech. Ed.	33	33	21	27	34	31	32	49	24	39	21
GRAND TOTAL GEN. ED., BUS. ED. & ELECTIVES & TECH. HOTEL-MOTEL-REST	71	71	63	66	67	67	73	78	64	54	69

Implications of Curriculum Study

The following implications should be considered by each junior college in future curriculum revisions. Also they may serve as a guideline in revising the CHRIE recommendations in the future.

1. One curriculum designed to meet the needs of both the transfer and non-transfer student does not adequately meet the needs of both groups. Since hotel and restaurant programs are primarily occupational, the chief concern of the curriculum should be preparation for employment. Students interested in transferring should be guided into college and university parallel programs as early as possible after they enroll in junior college. If there is a doubt that they will transfer, they should elect to take more courses generally considered as college transfer courses rather than those designed primarily for immediate employment.
2. As noted in the curriculum study the general education course requirements vary considerably in each junior college. In addition there is considerable variation in required core or basic education courses required by each state or accrediting association. It appears that the six Florida junior colleges included in this study require an average of 18 to 20 semester hours in general education courses. It should be noted,

however, that some of these courses are primarily vocational in nature and the course content is designed primarily for the occupational student.

3. All of the junior colleges included in this study require 12 hours of communications skills or its equivalent. Most of the junior colleges require some phase of government or social science. Fundamentals of Speech also is required by three of the six junior colleges. As stated previously, Physical Education and Health is also a requirement for all students enrolled in a Florida junior college.
4. In the area of business education courses, Principles of Accounting seems to be predominant in all the curricula except one. The same applies to Business Math or Mathematics of Business with the exception of one junior college. Salesmanship also ranks high in popularity frequency.
5. It appears that 15 credit hours of general business courses are the average for the Florida junior colleges offering programs in hotel and restaurant education.
6. In the area of technical hotel, motel and restaurant training, there are three courses or areas that seem to show some predominance. The first course, Introduction to Hotel-Motel-Restaurant Management is required by all of the colleges

except the Restaurant Management area at Miami-Dade Junior College. A beginning course in Food Production is required by all the curricula except in the Hotel-Motel Management Program at Daytona Beach Junior College. A Practicum or Internship Program (on-the-job experience) is required in each of the junior colleges.

7. Academic credit given for on-the-job experience varies from three credit hours to 18 credit hours. In the case of 18 credit hours on-the-job part-time experience is required each semester. It is interesting to note that the CHRIE recommendations does not allow any credit for on-the-job experience in the non-transfer program but allows six credit hours in the transfer program. It is assumed that in the non-transfer program all of the on-the-job or laboratory experience is received in the educational institution rather than on the job.

CHAPTER IV

A STUDY OF THE SIX JUNIOR COLLEGES

St. Petersburg Junior College

St. Petersburg Junior College, located in the city of St. Petersburg on the West Coast of Florida, was founded in 1927 as a private non-profit school. In 1948 the college converted from a private to a public school status and today is part of the Pinellas School System. In the 1965-66 session the college reported an enrollment of 16,200 day students and 1,930 evening students during the first session.

This junior college is the oldest of all the junior colleges in Florida. Because of its long history and traditionalism in education, it offered primarily transfer courses to the universities. Within the last five years the college has become more occupational oriented and has introduced occupational type courses with primary emphasis on professional areas, i.e. nursing and other technology fields.

The college has three campuses, the home campus in St. Petersburg, the Clearwater campus and the Gibbs campus. During the 1964-65 school year the Negro college, Gibbs College, was placed under the supervision of the St. Petersburg Junior College.

The traditionalism of this junior college and its respect for academic achievement is reflected in the various curricula. The occupationally oriented curricula have a high degree of general education content.

The Hotel-Motel & Restaurant curriculum was started in 1964. Mr. Harold Hoff, Chairman of this department was employed in 1963 and given a year for curriculum planning prior to the enrollment of students in this program. Unlike many other junior colleges, this curriculum is separate from business or technology and comes under the direct supervision of the Dean of Instruction on the St. Petersburg campus. In addition to the chairman of the department, two other instructors are employed. Graduates of this program receive an Associate in Arts in Hotel-Motel-Restaurant Management.

Unlike the other junior college programs in hospitality education in Florida, the St. Petersburg Junior College does not have an industry advisory committee. It should be noted, however, that the department does work closely with the Education Committee of the county restaurant association as well as the St. Petersburg Hotel Association. Both have given strong support in terms of student placement during the internship program, scholarships, guest lectures and field trips. Although the two above committees are not formally organized as a curriculum advisory committee this junior college perhaps has as much industry support as the other junior colleges in the state.

In the internship program associated with the Hotel-Motel-Restaurant curriculum a minimum of 200 hours are required for on-the-job experience. Three academic credits are given for this industry training. Students receive an average of $1.15 per hour from the employer for their internship training. As part of their internship program students are required to give a complete analysis of his internship job, the physical layout of the operation including floor plans, volume of business, etc., a job analysis of the internship supervisor and policies of the organization.

Facilities

Although a direct appropriation has not been made for extensive facilities for the Hotel-Motel-Restaurant Program, St. Petersburg Junior College enjoys the use of the college cafeteria as well as additional equipment for front office training. The college cafeteria is used for all food service courses requiring laboratory experience. The food service instructor is allowed complete freedom to work in the college cafeteria particularly as it pertains to the faculty dining facilities and food preparation. At the present time the Hotel-Motel Program has an NCR 4200 machine along with a room rack, information rack and calculator for practice use in the hotel phase of the program.

The junior college has recently reported to be planning a fourth campus in a downtown St. Petersburg location. Included in the plans for this campus is a small quantity cooking laboratory with additional space for food purchasing and accounting classes. Also a front office laboratory is proposed for this facility.

Graduates

The Hotel-Motel-Restaurant curriculum reported five graduates in 1966. Two of these graduates are presently employed in the industry, one transferred to the Hotel and Restaurant Management Program at Florida State University and two are in the service. It is reported that other students are presently employed in the hotel and restaurant industry, however, they did not complete the program. This was primarily due to their financial obligations and the crying need in the industry for industry motivated employees. Others who started the program elected to either transfer to other curricula, to a college parallel program or presently are in the service.

Faculty

It appears the faculty of the Hotel-Motel-Restaurant Program is well equipped with industry experience. Two members of the faculty are graduates of the School of Hotel Administration at Cornell University and have a total of over 40 years experience. At the present time, the department chairman is working towards a masters degree in education on a part-time basis. All of the faculty members have been very active in industry associations including state and national membership.

The third faculty member, a certified dietitian with the American Dietitics Association, is a consultant to nursing homes and hospitals in the West Florida area. Her professional activity includes active participation in associations concerned with dietitics and food service in institutions.

Future Plans

It is reported that a fourth faculty member will join the faculty of this junior college in September, 1967. During the last year the Hotel-Motel-Restaurant Program has offered two non-credit adult seminars. The Executive Housekeeping adult program will be expanded and a new credit course in Executive Housekeeping will be added to the curriculum. The program in Supervised Food Service Workers for Institutions will be expanded during the next year and offered on a credit full-time basis for persons interested in this type of employment.

Edison Junior College

Edison Junior College was authorized by the 1961 Florida State Legislature to serve Collier, Charlotte and Lee Counties, located on the lower West Coast of Florida. The junior college is located at Ft. Myers.

In June, 1965, the college moved to a permanent campus and Dr. David Robinson was inaugurated as the second president.

Enrollment

The Hospitality Education Program (Hotel-Motel & Restaurant) started in 1963. Mr. Donald Corbin was employed as instructor and director of the program. Students completing the two year course are awarded an Associate in Science degree. In 1965 it was reported two graduates received a degree, three were graduated in 1966.

Students are required to serve an internship and eight academic credits are given. It is reported that $1.00 an hour is the average salary received by students during the internship program. As a result of their internship students are required to write a comprehensive report which includes a detail of all work done, evaluations and recommendations and a summary.

Counties served by the Edison Junior College are not heavily populated and the lower West Coast, although fast becoming a resort area, does not have the number of resort operations as some of the other areas in the state. The above two factors account for the rather limited enrollment in the Hospitality Education Program.

Facilities

Up to the present time the Hospitality Education Program has not had any physical facilities other than the conventional classroom for training purposes. The college cafeteria is leased by the Blind Institute, which has been very cooperative in allowing laboratory classes to be conducted in these facilities. In phase two of the college building program a Hospitality Education facility is planned which includes a kitchen laboratory as well as a front office laboratory and classroom facilities.

Faculty

Due to the limited enrollment there is only one instructor who serves equally as coordinator and program director at the present. This instructor has a BS and Masters degree from Wayne State University in Institutional Management and Nutrition. His occupational experience in the industry includes that of a hotel manager, university food service supervisor and a management consultant in both lodging and food service. He has published some 250 articles in the leading newspapers of the Caribbean area. He is past president of the Lee County Restaurant Association and is active in local and state trade association affairs.

Junior College of Broward County

The Junior College of Broward County located in Ft. Lauderdale was authorized by the 1959 Florida State Legislature. In October, 1963, the college moved to its permanent 152 acre campus in Ft. Lauderdale. An enrollment of 4,583 was reported during the first term of 1965-66. The Hotel-Motel & Restaurant Program was established in 1964. Because a full-time coordinator and instructor was not available, it was conducted on a part-time basis using qualified industry members as instructors. Four courses were offered during the fall term of 1964. Two additional courses were offered in the winter and spring term. In August, 1965 the present director of the program, Mr. Ray Dieterich, was employed. In the fall term of 1965 five technical courses were offered and in subsequent terms during 1965 and 1966 nine additional courses were offered.

Graduates

The junior college reported one graduate in 1966 and two graduates in 1967. Two of the graduates are continuing their education at Western Kentucky State University and the other is at the University of Hawaii in their Hotel-Motel Tourism Program. The other graduate is now in the United States Navy, however, has plans to enroll in the Hotel & Restaurant Management Program at Florida State University. In 1964 there were 11 students enrolled in the program. Five were part-time and six were full time. During the 1966-67 school year 46 students were enrolled in the first term, 12 of whom were carry overs from the previous year and 34 new students.

The graduates of the program receive an Associate of Science degree. It should be noted that a very aggressive and interested advisory committee consisting of eight leading executives in the hotel industry in the Ft. Lauderdale area developed with the college curriculum committee the curriculum and standards for the program. At the beginning the committee met several times a month. Since the program started it has been meeting two or three times a year.

An internship of 960 hours allowing six semester hours of credit is required of all students. Since this program is located in the heart of the winter resort area, the internship is scheduled for the mid winter session to allow employers to make maximum use of the students in their employment needs. A salary of $1.35 an hour was reported as the average salary for internship students.

Faculty

The present faculty consists of two persons. Mr. Ray Dieterich is department head and instructor in hotel operations. He has a BS in Hotel Administration from Penn State University and has had approximately six years of industry experience as a manager and director of sales. He is presently a member of local and state industry associations. The second instructor is a dietitian and is a registered dietitian with the American Dietitic Association. She has had previous teaching experience in the secondary schools as well as occupational instructor in nutrition and diet therapy.

Facilities

At the present time the Hotel & Restaurant Program does not have any specialized facilities, however, construction is expected to be completed in early 1968 on the new Hospitality Center. This center will serve primarily as a college cafeteria, however, it has been designed to incorporate food service training in the kitchen. Additionally a small quantity laboratory and classroom are being constructed in the facility.

Palm Beach Junior College

The Palm Beach Junior College, founded in 1933, is located in Palm Beach County on the lower East Coast of Florida at Lake Worth. This junior college holds a distinctive place in Florida education as the first junior college in the state to become a part of the educational system of an individual county. In December, 1947, it became the first public junior college in Florida to be approved by the State Board of Education for participation in the Minimum Foundation Program. The college is state and regionally accredited and enjoys the prestige of active membership in state and national education associations.

Since the early Florida history, and the Flagler era, the city of Palm Beach and West Palm Beach have been known as a popular winter resort area. This area has been particularly attractive to the more affluent members of American society and is reflected in the elaborate hotels and gracious private homes in the area. Until the last few years the hospitality business was entirely seasonal starting in the late fall and ending completely by the first of May. Although the area does enjoy some spring and summer business, it does not have the year round occupancy as does Miami Beach.

Palm Beach Junior College is unique too, as it pertains to hotel and restaurant education. Because the administration recognized the importance of the hospitality business in the county, a hotel and restaurant curriculum was proposed in 1960. This was immediately before the Hospitality Education Program was founded by the Florida Hotel & Restaurant Commission.

After a survey of the hotels and restaurants was made in 1962 and further indications that such a program was needed the first students were enrolled in September, 1963. Dr. John Rudd was employed as the teacher-coordinator of the program.

During the six months after the program was announced but before students were enrolled Dr. Rudd reported the following activities:

1) Interviews with forty-one potential students.
2) Visits with counselors at the high schools in the county.
3) Speeches to the Palm Beach County Association of Counselors and to local civic groups.
4) Attendance at the Palm Beach County Hotel, Motel, and Restaurant Associations' meetings, luncheons, dinners, and board meetings to explain the program and to request assistance in procuring qualified students, guest lecturers, part-time positions for students, and scholarship assistance.
5) Called on more than one hundred managers of local hotels, motels, restaurants, purveyors, hospitals, and industrial plants in the area to assure their support and interest in accepting students as part-time employees.
6) Attend state meetings with college president for institutions planning a program in mid-management.
7) Prepared a draft of a proposed brochure for the Hospitality Program.
8) Contacted Educational Institute of American Hotel & Motel Association for Unified Instruction Program using Institute course materials.

During the 1963-64 school year a second instructor was employed for the Food Service Program. Also with the support of state aid a front office posting machine was purchased.

Since 1961, the Palm Beach Junior College has made extensive additions to their curriculum offering particularly in the occupational or technical areas. In addition to the Hotel and Restaurant Program the junior college offers two year curricula in Dental Hygiene, Data Processing, Dental Laboratory Technology, Dental Assisting, Drafting and Design Technology, Electronics Technology, Medical Assistant Nursing, Surveying and other areas.

The Hotel-Motel and Food Service Management Curriculum is a mid-management program leading to the Associate in Science degree. The curriculum provides both a theoretical and practical approach. The present curriculum is a revision of the original curriculum which was actually two curricula --one in hotel-motel mid-management and one in food service management.

The present curriculum provides for options for hotel-motel majors and food service majors. Likewise, university transfer students enrolled in the curriculum are urged to enroll in transfer courses instead of the Hotel-Motel-Restaurant Practicum.

The junior college has had an active advisory committee since the inception of the program. Both the hotel and food service industry are represented. It is reported to meet four times a year.

Palm Beach County Hospitality Education Foundation, Inc.

Another feature of the Hotel and Restaurant Program at Palm Beach Junior College is the Palm Beach County Hospitality Education Foundation, Inc. Through this educational foundation founded in 1965 financial assistance is solicited to aid all levels of hotel, motel, food service and other allied hospitality education in Palm Beach County. With the cooperation of the Palm Beach County Hotel Association and Restaurant Association an annual gourmet dinner is sponsored by the Foundation to raise funds for scholarship and other financial needs.

Facilities

In connection with this study the Palm Beach Junior College reported that the Hotel and Restaurant Program has a front office accounting machine, radar range and a convection oven. An experimental kitchen is shared with the Home Economics Department.

The Hotel-Motel-Food Service classrooms and front office laboratory are located in the Business Administration Building.

Faculty

The Department of Hotel-Motel-Food Service has two full-time professional teachers and three part-time teachers. Both of the full-time instructors have had excellent industry experience and have a Masters or higher degree.

Internship

Eight semester credit hours are required for on-the-job experience. The average salary reported received by students during the internship is $1.50 per hour. Following is the course description of the Internship Course, HR 118, lifted from the college catalog:

> HR 118--Hotel-Motel and Food Service Management Practicum and Seminar: Students obtain in-season employment in local motel and hotel establishments. Thereafter, periodic observation by the coordinator will ascertain that both working hours and responsibility make for a learning sequence that will escalate to a supervisory status. A written project commensurate with assigned duties is required.

Daytona Beach Junior College

The Daytona Beach Junior College is located in Volusia County in the central part of the state on the East Coast of Florida. This junior college was founded in 1958 and was the first college to operate a program of a comprehensive nature as defined by the State Legislature. The junior college has a college division providing the freshman and sophomore years of general education requirements for transfer to senior institutions and Associate of Science degree programs in various fields of technology and business. The Adult Education Division meets the needs of various adults in the community. The Mary Karl Vocational Division offers a broad range of occupational training most of which is on a non-credit basis.

In 1963 the junior college administration asked the Hospitality Education Program to make a feasibility survey of the Daytona Beach community to determine the need for a mid-management degree program in hotel-motel and food service education at the junior college. This survey indicated that there would be ample placement agencies as well as job opportunities in Volusia County to justify such a program. (See Appendix D)

As a result of this survey Mr. William Nixon was employed to be the coordinator-teacher of the program. Subsequently Mr. Nixon has been promoted to chairman of the business department and another instructor-coordinator has been employed. It is interesting to note that this program started out as a hotel-motel program with little emphasis in food preparation or training. After a year of operation the advisory committee suggested to the college curriculum committee that food courses be added and two separate curricula be offered. The curriculum at the Daytona Beach Junior College is unusual or different from the other junior colleges in that it requires 600 hours of work experience over three semesters and gives 18 credit hours of college credit for this experience. Of course, extensive reports and on-the-job evaluation is required by the students.

The junior college has an active hotel-motel and food service advisory committee which meets two or three times a year but intermittently the advisory committee members work closely with the administration.

The hotel and restaurant program has the use of a hotel accounting machine in the Mary Karl Vocational Division at the college. The junior college reports that a new building to be completed in 1968 includes a hotel-motel laboratory and waiter-waitress training laboratory.

The department has been successful in having scholarship support from several national chains and state organizations. Hotel-Motel students have participated in local and state trade association meetings.

Intentionally enrollments have been limited and the department has been selective in allowing students to enter. Because of the number of hours per week of work experience required along with requirements in other college courses, the student must be professionally motivated to be successful.

One area of concern in this area of the state is student recruitment. There are several possible contributing factors. There has not been any high school hospitality programs in the area which would motivate students to further their education in this field. The local trade associations in the area have not been constant in their influence or support. As the officers of each association change each year, the leadership is dependent upon the strength of the officers.

One of the most important factors is the lack of professional attitude on the part of hospitality management. This is not necessarily a criticism but a circumstance perculiar to this area. Many of the properties are small and operated by the owners on a part-time basis who may be semi-retired. Some of the larger properties have been built as real estate adventures rather than profitable hospitality operations.

Fortunately this picture is changing. Further expansion of tourist attractions, sporting events, government and commercial business has helped to stabilize the hospitality industry and hopefully attract more professionally trained managers.

Miami-Dade Junior College

The Miami-Dade Junior College is the largest junior college in Florida with an enrollment well over 20,000 students. It is housed on two campuses with future plans for a third campus as well as a Paramedical Center.

The college was authorized by the 1955 State Legislature and students were accepted during the 1961-62 session.

Since Miami is located in metropolitan Dade County which has the largest population of the hospitality industry in the state, there was no doubt a hospitality program was needed. In 1962 the industry, through the Hospitality Education Program, began working with the junior college to develop the mid-management program.

The Food Service Management Program was started in January of 1964. Mr. Joseph Gregg, who is highly qualified in industry experience and educational background was employed as coordinator and instructor for the program. The Hotel-Motel Management Program was started in September, 1965 and Mr. Jack Low, who holds an L. L.B. degree and has many years of operating experience, was employed as coordinator and instructor of this program.

The Hotel-Motel and Food Service Programs are located are located on the north campus and housed in the new Science and Technology Building. Administratively, the two programs work closely together and are administered through the Technical Division of the junior college. Both programs require 240 hours of on-the-job experience and give three credit hours for work experience. Students receive an average of $1.25 to $1.50 an hour for work performed on the job. During the internship program students are required to submit weekly subjective evaluations and are visited weekly on the job by their faculty supervisor.

At the present time the Hotel-Motel and Food Service Program are using classrooms in the Science and Technology Building and the home economics laboratory. Future plans indicate the Food Service Program will be housed in the Student Union Building adjacent to the student cafeteria.

A large number of students enrolled in the Hotel-Motel and Food Service Program at this junior college attend classes on a part-time basis. The majority of the part-time students are employed on a full-time basis and are motivated to take the courses to improve their job position.

Likewise, the Miami-Dade Junior College attracts many out-of-state students. For several years the Hotel-Motel Program has had a booth at the National Hotel Show in New York. Also, because it is a resort area Miami has a glamour appeal which attracts students. In addition the faculty is well known in the industry nationally, through former industry associations, consulting and professional writing which contributes to student recruitment.

Both areas of the Hospitality Program at the college have an industry advisory committee which meets at least semi-annually. The college has an advantage over the smaller colleges in this respect in that there are many professional managers and owners in the area who are willing to serve on the advisory committee and offer many valuable suggestions. Because it is a metropolitan area, Miami offers a large variety of job opportunities for graduates and on-the-job training. An indication of the diversity of jobs will be noted in the chapter dealing with follow-up of graduates.

CHAPTER V

FOLLOW-UP OF GRADUATES

This study was made perhaps a year or two years premature to determine the real effectiveness of each of the junior college programs. Because most of the colleges had started their curriculum two or three years before the study was made, they did not have enough graduates employed in the industry to indicate weak or strong areas in the various programs.

One important conclusion reached was that a high percentage of graduates have or are currently continuing their education at a four year institution. It can be concluded that these persons will eventually enter the hospitality field. From these conclusions it is suggested that a five year follow-up would be more indicative than a one, two, or three year study.

Below are some observations drawn from the directed interviews with graduates presently employed in the industry.

1) Students indicated that the technical courses which involved laboratory work or machine operation were the most useful to them. This may be conditioned by the fact that many of the graduates are still in part production jobs rather than

supervisory jobs. It also is further proof that students learn more by doing or participating rather than by the classroom lecture method.

2) The Social Science and Physical Education courses required in the curriculum were the least helpful to them on the job. Two implications may be drawn from this evaluation:
    a) Curricula designed for occupational employment needs should have a minimum of general education courses required.
    b) Graduates making this evaluation were not professionally mature to make this observation.
3) All of the graduates interviewed felt the junior colleges had adequately prepared them for their present position and were satisfied with their selection of the hospitality industry as a career.
4) Graduates indicated the internship or on-the-job training was a worthwhile part of their college training.
5) Several of the graduates interviewed implied that the training they received in the technical courses at the junior college gave them much needed self-confidence for success on the job. These persons had had previous experience in the industry but needed more formal training to help build needed self-confidence.

Employer Reactions

For the most part employers of Hotel and Restaurant junior college graduates were very complimentary of the graduates and the training they received. The majority of them indicated they would like to employ additional graduates if they were available. Since most of the managers-employers have never employed a junior college graduate before, they found it difficult to make a fair judgement of the graduate or the training he received. Following are some comments lifted from the guided interviews with employers of graduates.

1) The employee (graduate) tends to rush into problems without adequate thought.
2) More time should be spent in teaching students how to think.
3) The students need to have additional training in Psychology and Human Behavior.

The above comments imply the students or graduates are immature in the area of behavorial science. Perhaps this weakness in individual students could be overcome through more personal guidance of the junior college counselor or advisor to the student.

4) Several of the employers expressed a need for more selectivity by the junior college allowing students to enter the program. This is a justifiable criticism, however, to justify a new occupational program the junior colleges could not be as selective as they might like to be. As the program

grows and student enrollment increases the faculty can do more initial screening as well as "counseling out" during the two year program.

5) In jobs where a high degree of technology is required employers suggested the graduate have more skilled training in specific areas, i.e., accounting, machine operation, front office procedures. Although a highly practical suggestion, intensive skill training is hard to justify in a mid-management program. If a student is to have an understanding and knowledge of all aspects of the industry and meet the curriculum requirements, an in-depth study or high degree of skill training is not possible.

As a result of this suggestion, however, program directors may consider asking employers of students during their on-the-job training or internship to give the student more specialized training in one department rather than limited experience and training in several or all departments. If this is the case, the student develops a salable skill and he can immediately become economically productive after graduation without the need for further on-the-job experience and training. Opponents to this thought feel the students need a broad on-the-job experience before determining his specific area of interest. Likewise, this broad experience will give him a management viewpoint of the operation rather than the narrow viewpoint of one department.

Job Positions of Graduates

According to the guided interviews with employers of graduates and follow-up of Scholarship recipients they held the following positions on their first job after graduation:

a) Management trainee in franchise or chain hotel or restaurant business
b) Dining room hostess
c) Laundry manager in a hospital
d) Manager of fast-food drive-in
e) Front office manager
f) Salesman for wholesale grocery company
g) Joined family owned and operated motel business
h) Retail department store salesman
i) Restaurant manager
j) On-the-job chef training program
k) Restaurant equipment sales
l) Assistant hospital dietitian
m) Assistant restaurant manager
n) Management trainee in resort hotel
o) Assistant country club manager
p) Assistant hospital food service supervisor

Graduates in the above positions account for approximately 60 per cent of the graduates. The rest of the graduates have either entered the service or continuing their education at a four year institution.

Follow-Up of Scholarship Recipients

Following are 57 junior college scholarship recipients and their present status. These scholarships were awarded by the Florida Hotel & Motor Hotel Association Trust Fund in cooperation with The Statler Foundation.

Miami-Dade Junior College

David Huber: Employed by Chrysler Corporation in Executive Training Program. They are planning a department in restaurant equipment, layout and sales.

David Gerheim: Senior at Florida State University in Hotel & Restaurant Management Program.

Arthur Rubin: Attending Culinary Institute of America (Connecticut) on a scholarship.

Irving Rubenstein: Assistant Manager, Palm Beach Store, New England Oyster House Restaurant. Being trained for Commissary Manager.

Seth Bramson: Attending Cornell University.

Thomas R. Odisho: Was awarded and is presently serving one year's internship at the Waldorf Astoria Hotel.

Gary W. Brenner: Planning to assist parents in managing their motel in Canada.

John J. Weldon: Completing education at Miami-Dade Junior College. Was serving as Management Trainee at New England Oyster House Restaurant.

Dennis C. Hutchinson: Student at Florida Atlantic University in Business Administration. Was manager of a sandwich shop in North Miami.

Alan H. Gottlieb: Student at Miami-Dade Junior College.

Daytona Beach Junior College

Glenn Huber: Trainee with Helmsley-Spear, operating company for the Sheraton Hotel Chain in this area, has been accepted in the Management Training Program and is currently on duty at the Daytona Sheraton.

Evans Galbreath: Has been accepted as a management trainee for the Dobbs House Restaurant Corporation, even though he has only completed the first semester of the two year course.

John Cooney: Has been accepted as management trainee for Quality Courts International.

Junior College of Broward County

Susan Brand: Miss Brand spent the summer as office manager of the lovely resort in Maine, the Severance Lodge on Lake Kezar. Her marks remain in the "B" area, and she will be one of our outstanding graduates. Still enrolled at Junior College of Broward County.

Barbara Fitch: Miss Fitch has gone to school uninterruptedly taking a lighter load than the average due to her need for outside employment which enables her to complete her college work. At present Barbara is carrying twelve credit hours and working in a downtown cafeteria three days a week.

Ronald Hedges: Mr. Hedges spent his summer vacation working at the Bali Tahiti Motel in Miami Beach. His employer was so pleased with Ronald's work that he is keeping him on a part-time basis during the fall season. Ronald is also taking twelve credits and working three days a week.

Harry Wilkins: Mr. Wilkins has completed all of the specialized Hotel-Motel Administration courses needed for graduation. This term he is carrying fourteen credit hours, making up a deficiency in general education courses in preparation for his graduation.

Robert Davis: Mr. Davis spent the summer working at the Lakeshore Hotel in Margate, Florida. He was employed both as a room clerk and night auditor. Bob is enrolled for fourteen credit hours this term and is continuing his "B" average standing.

Allen V. Deibert: Mr. Deibert attended summer school and finished his summer work with a "B" average. He is now enrolled for fourteen credit hours this term.

James Huff: Mr. Huff was enrolled in summer school and also performed at the "B" average level. He is scheduled to return to the Boca Raton Hotel working part-time in November and December and full-time in the winter season.

Edison Junior College

George C. Hanas: In the service. Fully intends to pursue a career in the Hospitality Field after his discharge.

Husted K. Watson: Now a student at Florida State University majoring in Hotel & Restaurant Management.

Palm Beach Junior College

Theodore Phelps: Reported attending Florida Atlantic University.

Gareth W. Casey: A salesman for John Sexton Wholesale grocer in Miami.

Ralph Leonard, III: Working on his Masters degree at Florida State University.

L. Gene Allard: Attending Florida Atlantic University.

William Day: In a training program with Burdine's--planning to attend University of Maine.

Mrs. Lois Fuerst: Attending Florida Atlantic University.

Wayne Guyette: In charge of officers mess in the Air Force --Plans on returning to college after release.

Norman R. Johnson: Helps operate family business of apartments, co-ops, and motels in Delray Beach, Florida.

Joel Kalish: Attending Florida Atlantic University.

Edward Roy: Graduated from Hotel-Restaurant Motel Program at University of Denver.

Theodore Berghause: Hotel-Restaurant Management Program at Florida State University.

John Samler: At University of Florida majoring in Business.

Dennis Beggrow: Hotel-Restaurant Motel Program at University of Denver.

Russell Walton: At University of South Florida majoring in Business.

Michael McKee: Attending Michigan State University in Hotel-Restaurant Motel Program.

Charles Voorhees: Salesman at Burdine's Department Store.

Michael Shinnick: Graduated Hotel-Restaurant Motel Program at Florida State University, August, 1968. Will be employed by Boca Raton Hotel & Club, Boca Raton, Florida.

James Fuller: In a training program under a chef in New England.

William Parker: At Florida State University majoring in Business.

Lee Welshofer: Hotel-Restaurant Motel Program at Florida State University.

Victor Venture: Hotel-Restaurant Motel Program at Florida State University.

Richard Clements: Poised for the army.

Nancy Crandal: Operating Sullivan's Restaurant in Indiana.

John Brady: Attending Palm Beach Junior College.

Donald LaForte: Attending Palm Beach Junior College.

Gary Mabee: Graduated Hotel-Restaurant Management Program at Florida State University. Now employed by Eden Roc Hotel, Miami Beach as Convention Service Manager.

John Paul Daly: Graduated Hotel-Restaurant Management Program at Florida State University. Now employed by John R. Thompson Company.

St. Petersburg Junior College

Robert W. Tedder: Did not complete program. Continued his training with Del Webb's Kings Inn in Ruskin, Florida. Had been recommended for the scholarship by the manager of Kings Inn.

Carter D. Archambeault: Lacks one three-credit course in English to fulfill requirements for Associate in Arts degree in Hotel-Motel-Restaurant Management. After four sessions at St. Petersburg Junior College, Mr. Archambeault was married and took a manager-trainee program with Holly's Restaurant chain in Michigan, Indiana. He worked himself up to an assistant managership in a Holiday Inn operation in Grand Rapids, Michigan and just recently (February, 1968) he accepted a new position in management with the New England Oyster House, Dania, Florida.

Donald A. DeWolf, Jr.: Graduated with Associate in Arts degree in Hotel-Motel-Restaurant Management in May, 1966. Had some difficulty orienting himself to the hotel industry, but appears to be fulfilling an important position in the Laundry Department of a large Catholic hopsital in St. Petersburg. Last meeting with the student confirms my belief that he has found a satisfactory position within his capabilities.

Charles F. Peterson: Graduated with Associate in Arts degree in Hotel-Motel-Restaurant Management in May, 1967. Has worked himself into a managership in a McDonald's Drive-In operation in Tampa, Florida. He married but has not fulfilled his military obligation yet.

Kathy A. Zeller: Graduated in May, 1967 with Associate in Arts degree in Hotel-Motel-Restaurant Management. After one year of employment in a New York Hotel, she entered Florida State University, School of Hotel & Restaurant Management (January, 1968). Employment record indicates front office desk clerk, switchboard operator and dining room hostess.

Patrick L. Anderson: Graduated with Associate in Arts degree in Hotel-Motel-Restaurant Management, May, 1967. While attending St. Petersburg Junior College, he worked as a waiter, food expediter and storeroom man at a local family-type restaurant. Immediately upon graduation, he moved to East Lansing, Michigan to enroll in the School of Hotel and Restaurant Management at Michigan State University for the last two years of the baccalaureate program.

Kenneth A. Delman: Is presently enrolled in the last session of the two-year program leading to an Associate in Arts degree in Hotel-Motel-Restaurant Management at St. Petersburg Junior College. Will be graduating in May, 1968 and expects to be in the Armed Forces for the next two to three years. He is an officer in the professional club of hotel and restaurant management students at St. Petersburg Junior College.

Bob W. Mittauer: Is presently enrolled at St. Petersburg Junior College with the intention of transferring maximum credits into the four year program of Hotel and Restaurant Management at Florida State University. Will not be completing the two year program in this department, but will receive his baccalaureate degree at Florida State University. Is active as an officer in the professional club made up of Hotel-Motel-Restaurant Management students.

They may be summarized as follows:

a) Employed in the hospitality industry 17.

b) In the service 3.

c) Still in junior college or continuing their education at a university or technical institute 34.

d) Employed in another field 3.

Well over 50 per cent of the recipients were reported still in junior college or continuing their education. Of the 34 students in this catagory 14 were still completing their junior college degree requirements, one was enrolled in a technical institute and 19 were in a four year institution. This would indicate the scholarship committee of the Florida Hotel and Motor Hotel Association Trust Fund and the junior college scholarship committees have been highly selective in choosing scholarship recipients. It indicates the students have been highly motivated to continue their education and scholarship recipients were academically acceptable to four year institutions.

There is no doubt that the scholarship encouragement the students received were an influencing factor in encouraging them to continue their education. It is recommended, however, that a continued follow-up study be made of four year students who received junior college scholarships to determine their status after graduation.

CHAPTER VI

SUMMARY AND RECOMMENDATIONS

Teacher Qualifications

According to the data submitted and to the guided interviews made in each of the six junior colleges the instructional and administrative staff have a good professional and industry oriented background. All of the teachers have had a variety of experience in the hotel and restaurant industry. Most of them have earned a Masters or a higher degree. Two department heads are now completing work on a part-time basis for Masters of Education degree.

Curriculum

The curriculum philosophy of most of the junior colleges in Florida offering hotel and restaurant training is unique in its approach since the emphasis is on mid-management training rather than skilled training. Although students are exposed to fundamental skill training in food preparation, service, and front office operation the emphasis in the mid-management programs is on work experience in industry rather than laboratory training at the junior college.

Due to the relative short period of existence of these programs it is suggested that the curriculum philosophy be studied further. This is particularly important in terms of job placements of the graduates who do not transfer or continue their education in a four year program.

As considered in the chapter on curriculum study a heavy emphasis is placed on work experience in industry. There is no doubt that most of the students work in addition to the basic requirements of the junior college. This is encouraged to the extent that it does not interfere with other academic requirements and gives the student further experience and training on the job.

If the number of high school courses and programs continue to increase particularly in commercial cooking, the mid-management philosophy of the junior college programs will be strengthened. If the product of the high school program continues his education in the community college, he will have already developed basic or fundamental skills. Another justification for the mid-management type program is the rapid development of the area technical school in Florida. Courses and programs available in these schools emphasize a high degree of skill compentency rather than supervisory or mid-management training.

Facilities

Laboratory facilities as a result of the curriculum philosophy in the Florida junior colleges are not as extensive as in the schools requiring more skilled training and school laboratory requirements. Only one school of the six has a Hospitality Center which was specifically designed for food service training. Other schools are presently using home economics facilities or the school cafeteria for laboratory work in the school.

It was indicated that future plans include laboratory facilities for the hotel and restaurant program.

Industry Relations

It would appear that industry-school relations in several of the programs needs improvement. Although teachers and administrative personnel indicate membership in various trade associations many of the industry members in the community served by the community college are not aware of the existence of the hotel and restaurant program. It is suggested that coordinators and teachers designate specific times during each week to make industry calls. Also each teacher should have a goal of new industry contacts each week or month for the school year.

Without question older community colleges in existence have proven that close liaison with the hotel and restaurant industry in the community is an important ingredient in the success of the program. Not only does this give the teacher an opportunity to develop and improve public relations but likewise keeps the teachers aware of current industry trends, local industry problems and enhances their in-school teaching.

Although most of the Hotel & Restaurant Programs have advisory committees, they are not being utilized fully. In several instances they have not met within the last six months and industry members were not aware of current problems.

Administration

Pending the size of the junior college, the hotel and restaurant programs are associated with other technical programs, departments of business or established as a separate department responsible to the dean of instruction. According to the national trend it appears that these programs have many commonalties with other technical areas of education. Likewise, deans of technical education usually understand the problems of hotel and restaurant administration better than administrative personnel in other areas. Where there is a division of technical or occupational education it is recommended the hotel and restaurant programs be responsible to this division.

Student Recruitment and Selection

This continues to be an area of concern to hotel and restaurant junior college programs particularly in areas where there is not a density of industry population or in areas where there are not many professional managers in the industry. Likewise, it is difficult to evaluate various types of recruitment methods that have been used. Probably the best recruitment method is a planned public relations program that will constantly alert parents and the general public to career opportunities in the hotel and restaurant industry. Several of the junior colleges are to be commended for their excellent liaison with high school guidance counselors.

Then, too, most of the junior colleges were founded on the basis of the two year college parallel or general education program. Because of this the junior college guidance personnel as well as the high school counselors have guided the students into the academic areas.

The recently inaugurated scholarship program through the Florida Hotel and Motor Hotel Association Trust Fund and The Statler Foundation will no doubt be of tremendous help in alerting high school students to opportunities in the hospitality field. As the competition for these scholarships grows, no doubt the enrollment will also grow.

Another area for student recruitment that has not been fully explored is persons already employed in the hotel and restaurant industry. Several junior colleges have proven that persons who have had several years experience are anxious to further develop their supervisory skills and likewise bring experience to the classroom.

Another source of motivated and interested students will be graduates of the high school or technical school courses. Junior college personnel should work closely with teachers in these programs.

As indicated in several of the guided interviews with managers who are presently employers of junior college graduates the junior college needs to be more selective in recruiting students for this area of occupational education.

Job Placement

Apparently there are a wide variety of jobs available in each of the junior college communities for graduates. As indicated in the chapter on follow-up of graduates, approximately 40 per cent of the graduates are continuing their education in a four year program. Also some of the graduates have gone into service after graduation from junior college. Those who have gone into the industry are in a variety of hospitality operations. Because of the large number of nursing homes, retirement homes and hospitals in areas serving the senior citizens, this has proven to be a field where many graduates have been located. Others have gone into fast food operations where mid-management skills are readily utilized.

One area of frustration to the students and teachers alike has been the relatively immaturity of the two year graduate. If he enters the junior college program immediately after high school graduation and completes requirements in two years or less, he may be less than 21 years old. Undoubtedly this age graduate will need some additional experience before he is ready to accept supervisory or mid-management responsibilities.

Open End Curriculum

Perhaps the biggest area of concern to the junior college administrator or teacher is the transfer of credits earned at the junior college to a four year institution. As stated above, it appears that each of these junior colleges has a high percentage of their graduates transferring to a four year program. In most cases the four year institutions does not accept many of the skill or occupational courses offered at the junior college. In addition four year programs require considerably more general education than required by the junior college.

Individual and group counselling can be one answer. If the occupational student plans to transfer and complete requirements for a baccalaureate degree, he should be guided into general education courses that are readily transferable. At the same time he can enroll in some of the occupational courses which will give him the motivation and background for on-the-job experience. There is no doubt after completing the junior college program and requirements for the four year program he will have had an excellent background in both mid-management and management training.

In addition it is suggested the liaison between the junior colleges and the four year institutions be continued and strengthened. Since both types of institutions are dedicated to the educational needs of their students and the hotel and restaurant industry and each have a definite place in our educational system, they can work compatable to this end.

According to the results of this study there is every indication that graduates of the Florida Junior College Hotel and Restaurant Programs are:

a) Successfully employed in the hotel and restaurant industry, or

b) Continuing their education in a four year institution.

Because of the unusually high percentage of junior college graduates who are continuing their education, it is recommended those junior colleges showing this trend give additional study to their two year curriculum. The CHRIE recommended transfer curriculum (See Appendix E) may be helpful to curriculum committees.

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APPENDIX

FLORIDA LEGISLATURE SENATE BILL NO. 969. . . . . . APPENDIX A

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SUMMARY OF PALM BEACH & DAYTONA BEACH SURVEY . . . APPENDIX D

COUNCIL OF HOTEL, RESTAURANT & INSTITUTIONAL EDUCATION JUNIOR COLLEGE CURRICULUM FOR THE PUBLIC HOSPITALITY INDUSTRIES . . . . APPENDIX E

APPENDIX A

FLORIDA LEGISLATURE SENATE BILL NO. 696

CHAPTER 61-257
SENATE BILL NO. 696

AN ACT relating to the hotel and restaurant commission, creating an advisory council for industry education; providing for the membership, purpose and meetings of said council; providing for employment of director of education for lodging and food service industry; providing qualifications and duties of said director; providing for employment of field representatives and secretary; providing an effective date.

BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF FLORIDA:

Section 1. Advisory council for industry education; compensation; purpose; meeting; duties, etc. --

(1) There is hereby created an advisory council for industry education which shall consist of twelve (12) members composed of the following: eight (8) members consisting of president and executive officer of the following organizations: Florida restaurant association, inc.; Florida hotel association, inc.; Florida apartment house association, etc.; and Florida motel or motor court association, inc.; one (1) member who shall be the dean of the school of business of Florida state university; three (3) members appointed by the Hotel and restaurant commissioner from the field of education, consisting of (1) member as a representative of management, one (1) member as a representative of junior colleges, and one (1) member as a representative of vocational training.

(2) The purpose of this advisory council is to revitalize the lodging and food service industry by promoting and developing an efficient educational program within the industry itself as well as within the educational institutions that will best equip and train the personnel performing the services offered by the industries.

(3) The advisory council may be called into session by the hotel and restaurant commissioner at his discretion or it may meet from time to time whenever necessary to effectuate the purposes of this Act.

(4) The members of the advisory council shall receive no compensation for the performance of their duties except that the members shall be reimbursed for traveling expenses as provided in section 112.061, Florida Statutes, when attending a meeting

called in conformity with the provisions of this Act; provided, however, that the executive officers of the several associations referred to in section 1 shall not be reimbursed for traveling expenses incurred with attending such meetings.

Section 2. Director of education, personnel, employment duties, compensation --

(1) The advisory council shall employ a director of education for the lodging and food service industry. With the concurrence of the board of control, the director shall establish his office in the school of business at Florida state university.

(2) The qualifications of the director shall include the ability to present program plans to industry members, federal agencies, boards of education, college presidents and foundation trustees. He shall possess a sound knowledge and philosophy of educational methods in this field as determined by the advisory council and the board of control.

(3) The director's basic role is to develop and blend together an educational program offered for the entire industry with proper emphasis on each of the types of educational programs required. Such programs shall include:

(a) Vocational training for the technicians in vocational programs.

(b) Training for supervisors and department heads in junior colleges.

(c) A degree program in management for top administrative positions.

(d) In-service, continuing education.

(4) The director shall formulate programs in accordance with and subject to the advice and recommendations of the advisory council and the board of control.

(5) The advisory council shall employ two (2) field representatives as part of the over-all program for on-the-job training, which representative shall function under the director, one (1) for lodging facilities and one (1) for food service establishments. In addition the council shall employ a secretary for the director.

(6) The director, the field representatives, and the secretary shall receive an annual salary as determined by the advisory council and the board of control.

Section 3. This Act shall take effect immediately upon becoming a law.

Approved by the Governor June 14, 1961.

Filed in Office Secretary of State June 15, 1961.

APPENDIX B

A PROPOSED PROFESSIONAL FRAMEWORK FOR THE INTERPRETING OF THE DISTRIBUTIVE EDUCATION PROGRAM OF MID-MANAGEMENT IN THE STATE OF FLORIDA

STATE DEPARTMENT OF EDUCATION
DIVISION OF VOCATIONAL AND ADULT EDUCATION
DISTRIBUTIVE, COOPERATIVE, & BUSINESS EDUCATION SECTION
Room 215, W. V. Knott Building
Tallahassee, Florida

A PROPOSED PROFESSIONAL FRAMEWORK FOR THE INTERPRETING OF THE DISTRIBUTIVE EDUCATION PROGRAM OF MID-MANAGEMENT IN THE STATE OF FLORIDA

From an administrative point of view, a frame of reference is necessary to plan, organize, and actuate a program. In an attempt to clarify and communicate a basic structure for the mid-management program, the following is offered:

Definition

MID-MANAGEMENT - An area of vocational study concerned with comprehensive training in the field of distribution. The classroom instruction is supplemented with on-the-job training in an approved distributive occupation. The program is offered on the post-secondary school level and could include several fields of concentration.

Objectives

1. To interpret the basic concepts and functions of distribution.
2. To study the economic problems of modern business.
3. To provide the student with a progressive laboratory experience in cooperation with the employer.
4. To encourage continuous education for all levels of distribution to meet present-day needs.

Characteristics of the Mid-Management Program

The true strength of the program rests on its application of cooperative training for distributive occupations.

The cooperative plan features a practical arrangement by which each student is placed in a real occupational situation and trained in the responsibilities and attitudes required on actual jobs that exist in the field of his career interests. Through carefully planned interrelation of learning experiences in the classroom and on the job, the student's career training proceeds in harmony with prevailing practices in the particular field.

The responsibility is given to the program coordinator to synthesize the course work of the program. The definition and area of responsibilities of the program coordinator will describe the place and expectations of the position.

Definition

PROGRAM COORDINATOR - An individual with a multiple area of responsibilities in developing, maintaining, and advancing a program of Distributive Education on the post-secondary school level. These responsibilities are over-all in nature, but can be summarized as follows:

Responsibilities to the Student:

1. To offer vocational and educational guidance.
2. To interpret the basic concepts and functions of distribution.
3. To develop through the curriculum offerings supervisory and managerial skills in business and human relations.
4. To meet the occupational needs of the students through technical knowledge proficiency and progressive training experience.
5. To meet the leadership needs of the students by encouraging extra-curricular school and club participation.
6. To encourage the concept that education is not terminal in nature, but a continuous process of formal and informal instruction.
7. To aid the students during and after their formal training in the general area of employment.

Responsibilities to the School:

1. To conduct necessary surveys to determine that the curriculum reflects the current community needs.
2. To inform the administration and faculty of current distributive education thought.
3. To aid departmental faculty members by apprising them of the current business climate as an assistance to their curriculum enrichment.
4. To conscientiously comply with all reports and details necessary for smooth program functioning.
5. To inform and work with the guidance department on mutual problems of vocational education.

Responsibilities to the Advisory Committee:

1. To consider their counsel in the establishment of community objectives for training.

2. To seek their guidance periodically in an evaluation of the total program's progress.
3. To report to them the progress of current programs.

Responsibilities to the Business Community:

1. To fully acquaint student sponsors with their obligation for progressive training experience.
2. To suggest to the businessmen the best candidates possible to meet their business needs.
3. To keep the businessmen fully informed of latest business research and school offerings that will be of benefit to them.
4. To facilitate all student evaluations.
5. To encourage programs of further training to those presently employed.

Responsibilities to Himself:

1. To keep abreast of the changing concepts and functions of distribution and education.
2. To contribute effort and time toward the professional organizations of education and business.

Standards Governing Program Approval

1. Schools should conform to one of the following plans:

   Plan A - Two-year special degree program with students remaining in school and performing job training on a part-time basis.

   Plan B - A two-year special degree program with students alternating semesters in school with semesters of full-time employment.

(Following statements apply only to Plan A; Plan B yet to be detailed.)

2. The program should have the endorsement of a representative advisory committee.

3. Coordinators and teachers should be vocationally certified in distributive education and hold a Master's degree.

4. The cooperative method would be initiated at the end of the first semester's work upon recommendation of coordinator.

5. Exception to the above should be made in case of students who satisfactorily completed DE programs in high school. These students could continue their training with interruption.

6. Students should work a maximum average of 15 hours per week at a training agency approved by the school.

7. Curriculum should include a minimum of one course per semester taught by coordinator in areas of marketing, merchandising, retailing, sales promotion, or advertising as a requirement for each student.

8. Curriculum should also include one required course each semester in related areas (e.g., Introduction to Business, Business Mathematics, Economics, Human Relations, Etc.) for each student, taught by other staff members.

9. Each student would be enrolled in a work experience lab or seminar conducted by the coordinator, which would meet an average of one hour per week as scheduled by coordinator.

10. Credit would be granted by the junior college based on a 3 to 1 ratio of work experience laboratory time for attendance credit, the total not to exceed six hours for the combined seminar and work experience per semester.

11. The instructor would carry a maximum classroom teaching load of nine hours (minimum of six hours in distribution) plus the seminar and coordinating activities for the program.

12. Suggested minimum enrollment: 20-25 students.

Financing

Initially, the financing of the program could be arranged on a matching basis. Half the cost of the program (salary, travel, expense, and instructional materials) could be supported from Federal George-Barden DE funds; half from Junior College Minimum Foundation units and local funds.

When additional MFP vocational units become available during the next biennium, special vocational DE units could be allocated for salary, and federal funds could be used for travel, materials, and equipment.

APPENDIX C

TRAINING NEEDS AND A PROPOSED FRAMEWORK FOR TRAINING MID-MANAGEMENT PERSONNEL IN THE HOSPITALITY INDUSTRIES IN FLORIDA

TRAINING NEEDS AND A PROPOSED FRAMEWORK FOR TRAINING MID-MANAGEMENT PERSONNEL IN THE HOSPITALITY INDUSTRIES IN FLORIDA

The Need

Recently there has been an increased interest among the hotel, motel and food service establishments in Florida for trained supervisory personnel who could occupy mid-management positions within the industry. Due to the rapid expansion of the industry in Florida and the trend towards year-round operation of the larger resort areas the need for trained mid-management personnel is even more prevalent. Although there are still many operations owned and operated by the owner, the trend in motel and motor hotel construction appears to be towards the larger more luxurious type offering recreational and convention facilities and all hotel services. This would indicate the need for more supervisory personnel to manage the various departments within the operation. As more units are added, beverage and food service, convention and banquet facilities and recreational programs are provided the management must increase the supervisory staff and departmentalize the overall operations.

Likewise, the food service industry is suffering from the lack of trained personnel in this same category. The trend to larger, more complex restaurants offering banquet facilities, take-out service and catering services calls for more supervisory personnel to manage each of these departments. During the last decade commercial catering chains have grown rapidly serving industry, hospitals, colleges, and other institutions and this too has called for more mid-management personnel.

Definition

Mid-management personnel as applied to the hospitality industry refers to those individuals who have the responsibility of supervising departments within an operation. Overall, the job of the mid-management person is one of dealing with people, both guests and employees, and through good communications, delegation, training techniques and various other tools of management, he is able to accomplish the responsibility assigned to his department.

Job Description

More specifically, following is a list of mid-management job titles found within the hospitality industries (hotel-motel and restaurant) and a brief description of these various jobs:

The Assistant Manager as the title indicates, assists the manager in the overall operation of the hotel, motel or restaurant. Since hotels and motels operate 24 hours a day, there may be several assistant managers each responsible for an eight (8) hour shift. In some operations a Resident Manager assumes the responsibility of the assistant manager(s) and lives on the property and works an assigned eight (8) hour shift but on call the other 16 hours. The assistant or resident manager should have an overall understanding of the various jobs involved in the operation, however, it is not necessary that he is qualified to skillfully master each of the jobs at hand.

The Sales Manager - Depending upon the size of the operation, this responsibility may be a function of management or delegated to a mid-management person. A recent trend in the industry indicates more and more lodging operations with 100 units or more are adding sales personnel to their mid-management staff. It is the responsibility of the sales manager to solicit new business for the operation, to interest groups in conventions at the hotel or motel, and to follow-up with former guests for return visits. The sales manager may have a staff assigned to him to keep accurate records and to follow-up on various contacts.

The Front Office Manager supervises and directs the activities of front office clerks in the interest of rapid, courteous service to guests of the hotel or motel. He answers mail pertaining to room reservations or assigns this duty to a room clerk or reservation clerk.

The Superintendent of Service has full authority (subject only to managerial discretion) over the activities of the service department. He hires, fires, trains, and disciplines service department staff. He adjusts employee-guest disputes, keeps department time-card records for payroll, and helps to locate lost baggage.

The Executive Housekeeper is responsible for the cleanliness of all parts of the hotel. She supervises and trains the housekeeping department staff, requisitions materials and supplies used by her department, prepares work schedules and keeps time-card records, and reports to the hotel manager on condition of rooms and furnishings. In a small hotel she may be a working housekeeper performing all housekeeping duties.

The Assistant Housekeeper relieves the executive housekeeper of much of the details of record keeping and supervision. She generally acts as liaison between floor supervisors and executive housekeeper.

The Floor Supervisor (floor housekeeper) is responsible for duties performed on one or more floors of a hotel. She supervises the work of maids and housemen, and keeps a record of room occupancy.

The Auditor is in charge of all records and bookkeeping for the operation. Job titles vary, however, larger operations may have chief accountants, assistant auditors and night auditors. Depending upon the size of the business, professionally trained accountants may head the department, however, in the medium or smaller operation this department is usually headed by a mid-management person with some bookkeeping training.

The Kitchen Supervisor - In the large restaurant kitchen and in commercial kitchens the trend appears to be towards a kitchen supervisor who has the responsibility of all food production. This person may assume the supervisory responsibilities of the chef, however, he delegates the detailed and artistic preparation of food to a chef or head cook. His overall responsibility is the organization of job duties and delegation of these duties and a profitable food production operation. Some operations may have a Food and Beverage Manager who has the overall operation of food and beverage production and service in the various dining rooms, coffee shops and lounges in the hotel or motel.

In the large food service kitchen, there may be many other mid-management positions such as the Pantry Supervisor, the Steward or First Cook.

The Dining Room Manager, Maitre d'hotel and Catering Manager, may all perform essentially the same responsibilities, that is, the service of food to guests. It is unlikely that one operation would have both a dining room manager and maitre d'hotel since essentially the job responsibility of the supervisor in charge of the dining room is to see that waiters and waitresses serve guests correctly, quickly and cheerfully. There may be several hostesses, head waiters and a banquet or catering manager who arranges special private parties and a room service department which serves food and beverage to guests in their rooms.

Chief Engineer - The engineer in the small or medium size operation does not need an engineering degree but should know the fundamental engineering skills and terms so he can intelligently supervise heating, lighting, power and air conditioning problems with craftsmen or qualified engineers. He must see that expensive equipment and furniture is properly handled so as to reduce the cost of maintenance and operation while at the same time increasing the value of services to the guest. The engineer may have a group of skilled craftsmen who perform routine maintenance and operation duties.

A PROPOSED PROFESSIONAL FRAMEWORK FOR TRAINING MID-MANAGEMENT PERSONNEL FOR THE HOSPITALITY INDUSTRIES

To propose separate curricula or programs for the training of each of the above mid-management positions would be both expensive and unnecessary. It is proposed, however, that the guidelines set up by the State Department of Education, Division of Vocational and Adult Education in Training of mid-management personnel in Florida Public Junior Colleges be considered. The objectives of a two year terminal program designed to train mid-management personnel for the hospitality industries could be outlined as follows:

1) To interpret the basic concepts and functions of the hospitality industry and the economic importance of this industry in Florida.

2) To study the overall economic problems of modern business.

3) To provide the student with progressive laboratory experience in cooperation with the local hospitality industry.

4) To encourage continuous education for all levels of the hospitality industry.

To further outline the characteristics of a two year terminal program for the community junior college would be a duplication of the efforts of the State Department of Education since a proposed professional framework has already been established for a cooperative Distributive Education Program of mid-management in Florida Public Junior Colleges. The same general framework would apply except in the following instances:

1) The Program coordinator should have actual work experience in both "front of the house" and "back of the house" operations.

2) Prior to the inauguration of the program in any locality an occupational survey should be conducted to determine the following:

    a) Number of mid-management positions in the hospitality industries in the area served by the community junior college.

    b) Willingness of industry to cooperate in providing on-the-job training.

3) The minimum of one course per semester taught by the coordinator should consist of an over-view of the

hospitality industry and should include the economic importance of the industry, industry organization and a detailed study of the functions and responsibilities of the many job classifications in the industry.

4) All students enrolled in the curriculum or program would receive their laboratory or on-the-job training in lodging or food service operations.

HOSPITALITY EDUCATION PROGRAM
FLORIDA STATE UNIVERSITY

Through the cooperation of the Florida Hotel & Restaurant Commission and The School of Business, Florida State University; the Hospitality Education Program has been established to assist local educational institutions in developing curricula or programs of education for the hospitality industries. HEP staff members are available to assist in conducting local surveys, to aid local school administrators in recruiting and training program coordinators and to advise in curriculum construction, course content and overall coordination of the two year terminal curriculum.

APPENDIX D

SUMMARY OF PALM BEACH & DAYTONA BEACH SURVEY

SUMMARY OF PALM BEACH SURVEY

1. Total Number of Interviews 31
2. Approximate Number of Mid-Management Positions in Businesses Surveyed 205 (5 operations not included)
3. Supervisory Needs in 1963 & 1964 108 (excluding 7 operations)
4. Number of Businesses interested in Employing Students:

Yes	29
Possibly	0
No	2

IMPLICATIONS OF SURVEY

1. From the number of positive replies indicated in the survey it appears there would be adequate training opportunities in the Palm Beach area for students enrolled in a two year college curriculum for supervisory training in the hotel, motel and food service industry. Previous experiences in most cooperative education programs indicates that once the program is started other businesses would be interested in employing and training students. Also, it should be pointed out that many of these students continue working as full-time employees in the business where they receive their part-time training.

2. The number of mid-management or supervisory positions available indicates a need for training in this area. Although some of these positions require some technical skilled training, much of this training can be acquired through on-the-job training. As found in other areas of this state the turnover rate, due to lack of trained personnel, is excessively high.
3. In the column headed, Employer's Comments, several comments should be noted regarding working conditions and necessary ground rules that should be formalized prior to the time the program is actually put into operation.
4. Although members of the Advisory Committee were contacted, they were not asked for definite committments regarding their interest in training employees. This group alone, however, would almost constitute enough training opportunities for the first year of the program.
5. The all over implications of this survey indicates that owners and operators are enthusiastic about hospitality training and are willing to cooperate in any way with the junior college.

SUMMARY OF PALM BEACH SURVEY

Establishment and Person Interviewed	Type of Business	Approximate Number of Mid-Management Positions	Needs 1963-64	Interest in Cooperative Training	Employer's Comments
Holiday Inn of Palm Beach Samuel C. Gregory	Chain	4	8	Yes	Students working out very satisfactory. Names & data should be obtained to see if they are in classes.
Seabreeze Holiday Inn Frank Williams	Chain	9	9	Yes	Students are working good in work presently. Do not know if they are taking courses at college pertaining to hotel study.
George Washington Clem Reynolds	Chain	9	12	Yes	Courses should be publicized more around the industry. Think that this is an excellent idea.
Commander Motel C. Parks Nicolls	Independent	4	4	Possibly	Mrs. Nicolls has attended Cornell & will cooperate in helping to train any students sent their motel.
Town House Motor Hotel James E. McManemon	Independent	9	12	Yes	Very good idea. Should be familiar with reservations and future bookings. Will cooperate in offering employment to students.
Pennsylvania Hotel	Chain	7	10	Yes	No comment.

Establishment and Person Interviewed	Type of Business	Approximate Number of Mid-Management Positions	Needs 1963-64	Interest in Cooperative Training	Employer's Comments
Palm Beach Biltmore Felix H. Standem	Chain	30	0	Yes	Instructors should impress students of the importance of practical experience along with theory. Some students employed previously did not have proper briefing as to responsibility of hotel job. Coordinator should prepare student as to what to expect and his behavior on the job.
Palm Beach Tower Don Paton	Not Indicated	0	0	Not Indicated	Member of Advisory Committee
Aqua Motel M. B. Gladstone	Independent	0	0	Not Indicated	Member of Advisory Committee
Colonnades Hotel Dan Hazelmire	Chain	0	0	Not Indicated	Member of Advisory Committee
Beachcomber Apt. Motel Bill Walton	Independent	9	9	Yes	Mr. Walton is on the Advisory Committee. He will cooperate in program 100 per cent.
Heart of Palm Beach Bill Walton	Independent	18	18	Yes	Mr. Walton will cooperate whenever possible. He is on the Advisory Committee.

Establishment and Person Interviewed	Type of Business	Approximate Number of Mid-Management Positions	Needs 1963-64	Interest in Cooperative Training	Employer's Comments
Gulf Stream Hotel and Villas Ben Pease	Independent	10	12	Yes	Will cooperate. Have good policies and future opportunity for good employees.
Holiday Inn of Riviera Beach Ruth Harmon	Chain	0	0	Yes	Lack of trained and educated personnel in this area should point up the need for college courses in the industry.
Breakers Hotel Frank S. Dodge	Chain	10	20	Yes	Should have attitude to do any and all phases of hotel work preparatory to management.
Colony Hotel Ledyard Gardner	Independent	11	13	Yes	Greatest need is front office training. Need night auditor NCR 4200. Will cooperate to fullest extent.
Palm Beach Royal Hotel George LeSuer	Independent	6	8	Yes	Thinks it good idea for part-time students.
Carlton Hotel Nicholas M. Gara	Independent	9	9	Yes	Will be glad to cooperate during season.
Everglades Club Lamar Harmon	Private Club	10	0	Yes	Industry in dire need of good experienced men. Will cooperate as far as practical.

Establishment and Person Interviewed	Type of Business	Approximate Number of Mid-Management Positions	Needs 1963-64	Interest in Cooperative Training	Employer's Comments
Atlantic Country Club David Johnstone	Independent	0	0	Yes	Thinks the junior college program an excellent idea and will be glad to take a student for training.
Palm Beach Country Club Samuel Ainsley	Membership	7	7	Possibly	Very good. Definite advantage. Pleased to cooperate with program.
Coral Beach Club Norris Norman	Independent	0	0	Yes	Think training & college courses essential to industry.
Manalapan Club Lee Hicks	Independent	5	5	Yes	Will Cooperate 100 per cent. Will furnish students with every accommodation to work in evenings. Has been at college. He knows of the program and is acquainted with Dr. Manor. Good opportunity for some out-of-town students needing living accommodations and work.
Howard Johnson Restaurant Harry Cash	Chain	6	6	Yes	Would like to have trainee from junior college right away. Think courses good idea. Needs to train an assistant now.

Establishment and Person Interviewed	Type of Business	Approximate Number of Mid-Management Positions	Needs 1963-64	Interest in Cooperative Training	Employer's Comments
Petite Marmite Gus Pucillo	Independent	10	15	Yes	Think best thing for industry. Have been importing students from Italy. Will cooperate fully with junior college.
Fredericks Steak House Fred Aluisy	Independent	0	0	Not Indicated	Member of Advisory Committee
Famous Restaurant Jerry Broz	Independent	6	6	Not Indicated	Member of Advisory Committee
Haley's Restaurant John Haley	Independent	5	6	Yes	Mr. Haley acts as his own chef. Would like to have a trainee as an assistant.
Kraffts Thomas Nelligan	Chain	4	6	Yes	Thinks it would be beneficial for all concerned. Will cooperate in program in using and instructing students.
Hudgins Seafood Restaurant R. L. Hudgins	Independent	2	4	Yes	Would like to have a trainee in management, cashier, food checker and bookkeeper. Will cooperate fully in program.
Howard Johnson's Restaurant William Ellis	Chain	5	4	Yes	Thinks the program is fine and needed. Students should have rest at intervals, lectures, job training and attendance at classes. Have used students from FSU also.

SUMMARY OF DAYTONA BEACH SURVEY

1. Total Number of Interviews 49
2. Number of Mid-Management or Supervisory Positions in Businesses Surveyed 198
3. Supervisory Employment Needs in 1963 and 1964 174
4. Number of Businesses Interested in Employing Students:

Yes	35
Possibly	12
No	2

IMPLICATIONS OF SURVEY

1. Number four (4) above indicates there would be adequate work-experience opportunity in the Daytona Beach area for students enrolled in a two year junior college curriculum for supervisory training in the hospitality industry. Previous experience in most cooperative education programs indicates that once the program is started many other businesses would be interested.
2. Although not indicated in the summary, but on the survey forms used, approximately 18 students now enrolled at the Daytona Beach Junior College are employed in the hospitality businesses included in the survey.

3. The number of mid-management or supervisory positions available in the businesses included in the survey further indicates a need for training in this area. Although some of these positions do require some technical or skill training, most of this training can be acquired through work experience or on-the-job training.
4. The comparatively large number of employees on the supervisory level needed for 1963 and 1964 indicated on the survey may be attributed to the following factors:
    a) Generally the employee turnover rate is high due to the lack of experienced and trained personnel available.
    b) The seasonal nature of the business.
    c) The question on the survey form may have been ambigious thus indicating approximately 50 per cent of 174 would be needed for each of the two years mentioned.
5. As indicated in Employer's Comments on the Survey Summary, managers, owners and operators appear to be enthusiastic about a training program and are willing to cooperate in any way.

SUMMARY OF DAYTONA BEACH SURVEY

Establishment and Person Interviewed	Type of Business	Approximate Number of Mid-Management Positions	Needs 1963-64	Interest in Cooperative Training	Employer's Comments
El Caribe Motel Mrs. Lee Walker	Independent	7	7	Yes	No Comments.
Carousel Beach Motel Cirk Cohen (85 units)	Independent	7	4	Yes	Very good idea. Will cooperate in giving experience.
Ellinor Village E. B. McFarland (400 units)	Independent	12	12	Yes	Good idea. Several boys have plans for two years locally and finishing at FSU.
Coquina Hotel David Wilson (110 units)	Independent	10	10	Yes	Excellent idea. Will cooperate.
Holiday Inn L. W. Reed (106 units)	Franchised Chain	9	9	Yes	Much needed in this area. Will cooperate.
Desert Isle Motel Max Madorsky (85 units)	Independent	6	3	Possibly	Be of great help to industry.
Whitehall Hotel & Motel George Wendel (60 units)	Independent	9	3	Yes	Will Cooperate 100 per cent.

Establishment and Person Interviewed	Type of Business	Approximate Number of Mid-Management Positions	Needs 1963-64	Interest in Cooperative Training	Employer's Comments
Thunderbird Motel Mrs. Anne Hergert (85 units)	Independent	5	3	Yes	Any student should have a keen interest in motel industry.
Daytona Plaza Hotel Andrew K. Every (70 units)	Independent	8	4-6	If conditions permit, gladly	No Comments.
Royal Arms Apt. Motel Paul Shuler (37 units)	Independent	3	1	Yes	Students should have desire to learn all phases of motel operation.
Perry's Ocean Edge Beach Motel James Bazemore (30 units)	Independent	3	1	Yes	Will do everything we can to help program.
Sanibel-Wavecrest Motel J. E. Taylor (100 units)	Independent	7	6	Yes	Will cooperate with your program on a year round basis. A suggestive wage scale should be established by the college so that the students will not be exploited.
Sunshine Beach Motel James Schmidt (45 units)	Indepen-	3	3	Yes	Think program wonderful idea. Will cooperate fully.

Establishment and Person Interviewed	Type of Business	Approximate Number of Mid-Management Positions	Needs 1963-64	Interest in Cooperative Training	Employer's Comments
Streamline Hotel Harry H. Humbert (85 units)	Independent	4	4	Yes	No Comment.
Safari Beach Motel Bud Asher (45 units)	Independent	2	2	Possibly	Good public relations sales promotion.
Monte Carlo Beach Motel Warren Lear (35 units)	Independent	3	3	Possibly	Will cooperate to extent possible.
Reef Beach Motel C. J. P. Brown (30 units)	Independent	3	3	Yes	No Comment.
Royal Hawaiian Motel Roy Morrow (43 units)	Franchise	3	4	Possibly	Course should include all operations of hotel and motel.
New Frontier Beach Motel William Korash (80 units)	Independent	1	1	Possibly	No Comment.
Treasure Island Beach Motel Hugh Westfall (50 units)	Chain	2	2	Yes	There is a need for such in this area.

Establishment and Person Interviewed	Type of Business	Approximate Number of Mid-Management Positions	Needs 1963-64	Interest in Cooperative Training	Employer's Comments
Castaway Beach Motel Monroe Dodd (85 units)	Independent	9	4	Yes	Believe the course should concentrate on specific areas rather than try and cover the entire field of hotel operation.
Blue Waters Beach Motel George Stumpp (55 units)	Independent	3	2	Possibly	No Comment.
Mid-Town Motel Phil Brist (18 units)	Independent	2	2	Yes	Will use a temporary employee-student occasionally.
Ridgewood Hotel Mrs. A. Summerlin	Independent	10	4	Yes	Excellent idea. Will cooperate with junior college in using students on a temporary part-time basis.
Desert Inn Motel Harold Weisser (43 units)	Independent	4	12	Yes	I suggest that guest lecturers be obtained as a part of each course specifically dealing with the hospitality industry. I would be pleased to make myself available as one of the guest lecturers if necessary.
Holiday Shores Motel Robert Cordes (85 units)	Independent	5	5	Yes - Start February	Excellent idea.

Establishment and Person Interviewed	Type of Business	Approximate Number of Mid-Management Positions	Needs 1963-64	Interest in Cooperative Training	Employer's Comments
S & S Cafeteria Mr. R. A. Perkins (300 seats)	Chain	0	0	No - Must have stable standard staff set up	This cafeteria functions as an S & S Training Center for management personnel.
Krystal Company Herschel Kizer (24 seats)	Chain	3 Shift managers	12	Possibly	No Comment.
Toppers Restaurant J. Eichlor (104 seats)	Corp. Rest.	4	0	Yes	No Comment.
Castaways Dining Room Thomas Staed (110 seats - 48 Patio)	Independent	4	4	Yes	No Comment
Johnicks Restaurant (175 seats)	Independent	2	2	Possibly	No Comment.
Howard Johnson's Rest. Walter Chase (110 seats)	Chain	5	5	Yes	No Comment.
Holiday Inn Restaurant Mr. L. W. Reed (200 seats & 100 Banquet)	Franchise	4	0	Yes	Mr. Reed is concerned about the age factor in regards to liquor handling.

Establishment and Person Interviewed	Type of Business	Approximate Number of Mid-Management Positions	Needs 1963-64	Interest in Cooperative Training	Employer's Comments
Hancocks' True-Vue Rest. W. L. Hancock (100 seats)	Independent	0	0	Possibly	No Comment.
Jack's Blvd. Rest. A. B. Perkins (45 seats)	Independent	1	1	Yes	No Comment.
Chez Bruchez Albert Bruchez (90 seats)	Independent	0	0	Yes	No Comment.
Sue Z-Q Restaurant C. R. Fauner	Independent	2	2	Not Indicated	No Comment.
Village Inn Pancake House Phillip G. Mook (186 seats)	Independent	7	10+	Possibly	No Comment.
Ninety-Two Rest. & Lounge Anthony Barbera (400 seats)	Independent	0	3	Yes	No Comment
Kay's Restaurant W. B. Merthe (225 seats)	Independent	2	4	Yes	No Comment.
Tile House Ralph Richards	Indepen-	1	1	Yes	No Comment.

Establishment and Person Interviewed	Type of Business	Approximate Number of Mid-Management Positions	Needs 1963-64	Interest in Cooperative Training	Employer's Comments
Anthony's Delica Anthony Sacco (39 seats)	Independent	0	0	Yes	No Comment.
Creighton's Johnston Coffee Shop Harry Wilson (278 seats)	Chain	4	2	Yes	Excellent idea.
Morrisons G. R. Winters (250 seats)	Chain	5	5	Yes	No Comment.
Club Bali John D. Kern (250 seats)	Independent	5	0	Yes	No Comment
Dino's Dino Perakas (150 seats)	Independent	3	3	Possibly	No Comment.
The Iron Kettle George R. Williams	Independent	1	1	Yes	No Comment.
Norwoods Seafood Rest. Walter Bulchanis	Independent	3	3	Yes	No Comment.
Robinsons Jeff Miller	Independent	2	2	Yes	This is a night club only.

APPENDIX E

COUNCIL OF HOTEL, RESTAURANT & INSTITUTIONAL EDUCATION JUNIOR COLLEGE CURRICULUM FOR THE PUBLIC HOSPITALITY INDUSTRIES

COUNCIL ON HOTEL, RESTAURANT, AND INSTITUTIONAL EDUCATION

Committee on the Junior College Curriculum
for the
Public Hospitality Industries

Minutes and preliminary findings of a meeting called at the suggestion of and with the support of The Statler Foundation.

St. Louis, Missouri, February 22 and 23, 1964

In attendance

Ward B. Arbury	The Statler Foundation
Henry A. Barbour	Michigan State University
Kathryn Bruce	National Restaurant Association
J. William Conner	Cornell University
Grace O. Hunt	Erie County Technical Institute
H. B. Meek	CHRIE, Chairman
Jack Miller	St. Louis Junior College District
Harry Purchase	Paul Smith's College
John E. Tirrell	St. Louis Junior College District
John M. Welch	University of Missouri
Larry Wong	City College of San Francisco

Mr. Arbury opened the sessions. He described the interest of The Statler Foundation in programs of quality for the industry at the junior college level. He feels such programs are best when there is a substantial investment of local time, interest, and funds. When such local support exists and the program seems worthy, the Foundation is ready to consider matching that support up to perhaps $25,000. Local support should include a readiness by the local industry to provide employment opportunities for practice internships and for permanent jobs.

While, of course, the officials at the school have the final authority, and the Foundation does not wish to participate in decisions on educational policy, the Foundation would welcome some guidelines from the Committee that would help appraise the merit of projects that seek assistance.

Definition

The Committee attempted first to identify the type of institution with which it was concerned and the segment of the total student body the institution was designed to serve.

The Committee accepted as its concept of a junior college, an institution that:

1. Is locally controlled,
2. Offers a two-year program,
3. Prepares students for placement in industry, and
4. Prepares students for transfer to senior colleges at about the junior level.

Significant collateral functions of the junior college are:

1. The further development of the student who might for one reason or another be a "late bloomer",
2. Career counselling with the student, and
3. Community service through adult or continuing education.

The student body is made up of those:

1. Who have completed high school or have had equivalent education or experience, and
2. Who wish a two-year program near home
    a. To reduce expense, and
    b. To get on a payroll after two years.

It was reported that generally junior college students are found to be distributed widely on the band of scholastic aptitude, with some at very high levels as scored on aptitude tests, others at quite low levels, and the average somewhat below the customary threshold of the senior colleges. In the case of the particular group of junior colleges under consideration, the majority of the students are motivated especially toward the public hospitality industries.

While many junior colleges are so situated that they must accept any local high school graduate, it was agreed that a desirable high school program would include at least:

Three years of English,
One unit of mathematics,
One year of chemistry or other laboratory science, and
two years of social science.

It was recommended that placement tests be given immediately upon enrollment and the students deficient in calculation or communication skills be required to take, without credit, remedial courses.

Transfer students

In recognition of the generally accepted obligation of the junior college so to schedule the student that he would be acceptable as a transfer to the junior year of a four-year college (in addition to preparing him for immediate placement) the Committee attempted to develop a curriculum that would be specifically designed to serve the potential transfer, as follows (semester hours):

General

6	English
3	Mathematics
6	Chemistry
6	Economics
3	Psychology

General Business

6	Accounting

Technical

6	Food Production
9	Management
6	Applied Accounting

Electives

3	Mechanical Drawing
3	Speech
3	Bacteriology
6	Language
3	Mathematics

As the work of the Committee progressed, however, it became evident that, whereas the typical general junior college has a substantial obligation to the prospective transfer, the primary function of the junior college in the public hospitality field is to prepare the student for placement in a permanent job upon completion of his second year after high school graduation.

It was agreed that the door should not be closed to eventual transfer by any student, but that technical material should not be sacrificed to assure transferability of all the credits earned. Therefore, the curriculum should be designed for placement, even though this might, in the case of a student who did finally wish to transfer, require an additional semester or two at the senior college. (Barbour and Purchase, dissenting, felt the junior college should also offer a curriculum designed for the prospective transfer student as well as a curriculum aiming at immediate placement.)

Placement students

The Committee then developed the following curriculum, admittedly designed to serve the student seeking immediate placement, and not the prospective transfer:

Required:

- 3 ENGLISH COMPOSITION
  The standard course in rhetoric and style.
- 3 ORAL ENGLISH
  Effective oral communication, speaking and listening.
- 3 BASIC COMMUNICATION
  Letter and report writing and interpretation.
- 3 MATHEMATICS FOR THE INDUSTRY
  Simple calculation skills, ratios, percentages, proportion, graphic representation.
- 3 PSYCHOLOGY FOR THE INDUSTRY
  Human motivation, human relationships and the exercise of leadership.
- 3 INTRODUCTION TO THE INDUSTRY
  Orientation into the industry, its background and magnitude; its organization; its challenges and opportunities for service.
- 6 ACCOUNTING FOR THE INDUSTRY
  Basic accounting principles as applied in the industry; generation and interpretation of financial records. To include practice sessions.
- 9 FOOD PURCHASING AND FOOD PRODUCTION
  Menu planning, nutrition, food purchasing and storage; basic food preparation and production techniques and practice. To include laboratory exercises.
- 3 FOOD SERVICE OPERATION
  The five functions of management with emphasis on supervision.
- 3 FOOD AND LABOR COST CONTROL
  Supervisory procedures in the control of two major items of expense.
- 2 MERCHANDISING FOR THE INDUSTRY
  Sales promotion and methods used to obtain Public recognition and good will.
- 3 MAINTENANCE AND EQUIPMENT
  Care of physical property, and maintenance and operation of appropriate equipment.

1 SANITATION AND SAFETY
Sanitation in the industry; bacteriology; housekeeping; pest control. Safety procedures and programs.

3 TECHNIQUES OF SUPERVISION
Analysis of training needs, developing job description, methods of instruction (JIT role-playing), methods of motivation and follow-up. To include practice sessions.

(3 TRAINING METHODS
Techniques for the development of skills in the individual and small groups. Designed to aid the supervisor in his role of trainer. To include practice sessions. Proposed by Messrs. Barbour, Conner, and Purchase as preferred by them to Techniques of Supervision.)

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Electives:

3 HOTEL AND MOTEL OPERATION
Principles of the organization and operation of public lodging facilities.

2 FRONT OFFICE PROCEDURE
To include practice sessions.

2 HOUSEKEEPING
Organization and supervision of the housekeeping department; relationship to other departments; purchase of furnishings and textiles.

3 LAW AS RELATED TO INNKEEPING

3 PASTRY
Advanced pastry production and specialty items. A laboratory course.

3 ADVANCED FOOD PRODUCTION
Advanced commercial food production. A laboratory course.

3 FOOD SCIENCE
Physical, chemical, and biological characteristics of food. A laboratory course.

3 FOOD SERVICE AND SALES
Techniques of food and beverage service and sales. A laboratory course.

2 CATERING
Food sales and service for special occasion. A laboratory course.

2 BEVERAGE OPERATION
Beverages, their sources, uses, and control, including legislation.

2 NUTRITION
    Relationship of food consumption to the development and maintenance of health.

3 DIET THERAPY
    Diet in the treatment of diseases and special conditions.

It was agreed that a school would be considered eligible for recommendation if it offered substantially all the subject matter covered in the specifically required courses in the recommended curriculum and enough electives to make the total of 60 semester hours.

Practice requirement

A minimum of 500 hours of supervised (including student reports) experience before the last quarter or semester was recommended.

Facilities

It was agreed that the junior college will need, besides the usual general classrooms, the following laboratories:

a. Laboratories for instruction in the basic sciences.
b. Laboratories for instruction in elementary food production.
c. Laboratories for instruction in quantity food production comparable to size to a commercial operation serving at least one thousand meals a day - a la carte and table d'hote, service and self-service. Under suitable controls, local commercial facilities may be used for laboratory work.
d. Laboratories for instruction in front office procedures and the general operation of transient hotel facilities, comparable to that which might be available in a hotel or inn of thirty or more rooms catering to transient guests and providing full hotel service. Under suitable controls, local commercial facilities may be used for laboratory work.

Faculty

As a minimum a junior college should have one instructor for each 9-semester hours of instruction offered (each additional section beyond the first imposing an additional requirement of the same number).

One third of the instructing staff should have a master's degree or better.

One third should have a bachelor's degree.

One third should have had at least seven year's experience in the industry.

Library

Each junior college offering instruction in the public hospitality field should have in its library and readily accessible to public hospitality students at least 150 titles (books or periodicals) as a minimum, and 50 additional for each 100 of enrollment, and each such college should have a minimum average annual budget of $250 for new books and periodicals.